

# Responsible Jewellery Council

## CASE STUDY



## MANUFACTURER

### PANDORA

#### Jewellery Manufacturer or Wholesaler

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##### The Business

PANDORA was founded in 1982 and designs, manufactures and markets hand-finished and modern jewellery made from genuine materials. Headquartered in Copenhagen, Denmark, the company employs over 6,000 people worldwide of whom 4,000 are located in Bangkok, Thailand, where the company manufactures its jewellery. PANDORA jewellery is sold in more than 65 countries on six continents through over 10,000 points of sale, including more than 800 concept stores.

##### The Story

PANDORA has incorporated Corporate Social Responsibility into its core decisions from design and materials, through sourcing and crafting to the trading and disclosure of their responsible practices. The main vehicle for implementing this policy is PANDORA *Ethics*, a comprehensive CSR programme that defines Group policies, guidelines, incentives as well as monitoring and controlling processes within the scope of human rights, environment, health & safety, business ethics, and responsible supplier dialogue/auditing. PANDORA *Ethics* is headed by a Group CSR Committee that consists of Executive Management and strategic business units. The responsibility for implementation lies with the relevant business units assisted by dedicated CSR functions in Copenhagen and Bangkok.

PANDORA perceives RJC's comprehensive Code of Practices as the authoritative checklist for responsible businesses operating in the jewellery supply chain. From the onset of PANDORA's sustainability programme, RJC Membership and certification has been an integral part of their group wide efforts within CSR. The certification process - and in particular the Self-Assessment conducted at PANDORA markets all around the world - has been an excellent chance for PANDORA to benchmark their internal procedures with the standards adopted by other responsible companies in the industry.

The actual audit that was conducted at the PANDORA head office, production facilities, regional market offices as well as in retail shops has served as an

## PANDORA™

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– Claus Teilmann Petersen,  
Vice President, Group CSR

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external verification that the company's procedures match the highest standards set within the jewellery supply chain.

Having large manufacturing facilities in Thailand, it is very important to PANDORA to be able to document that working conditions at their Thai crafting facilities meet the same standards as those of peers that are predominantly operating in Europe. By committing to the RJC Code of Practices, PANDORA has streamlined their procedures for disclosing the content of their jewellery. Prior to the certification process, each market was responsible for ensuring that their disclosure did meet national requirements. The new group disclosure policy refers to the RJC provisions as the point of reference, instructing markets to go beyond national standards in some cases. The RJC disclosure requirements are now incorporated in internal procedures and market compliance are reported and monitored.

Finally, PANDORA has a couple of simple tips/recommendations for companies considering RJC Certification: firstly, delegate the responsibility of each set of provision to relevant people in your company. Secondly, the scope of the certification should include the whole company. Don't implement procedures one entity at the time, since it will only result in procedures that will have to be rewritten again and again. And finally, while top level commitment and resources are imperative, local HR departments (aided by finance) is most likely the best place to coordinate the required tasks.



PANDORA production facility in Thailand

### *Lessons learned*

- RJC disclosure requirements are now incorporated in internal procedures and market compliance are reported and monitored

### *Benefits from obtaining RJC Member Certification*

- Certified Members can document their responsible business practices
- Benchmark up against the standards used by responsible peers
- The internal discussions leading up the certification is highly valuable
- Staff appreciates the effort
- Access to the standards setting organisation within the industry

### *Impacts*

- PANDORA acquired a solid foundation onto which the company can commence a more offensive CSR strategy

